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Innovation In Public Services Through The "Mobile SIM" Program: A Qualitative Study In The Indonesian National Police

Tinto Adi Nugraha
Sekolah Pascasarjana Universitas Airlangga
tinto.adi.nugraha-2024@pasca.unair.ac.id

Bintoro Wardiyanto
Sekolah Pascasarjana Universitas Airlangga
bintoro.wardiyanto@fisip.unair.ac.id

Erna Setijaningrum
Sekolah Pascasarjana Universitas Airlangga
erna.setijaningrum@fisip.unair.ac.id

Abstract

This research aims to explore and analyze public service innovations in the "Mobile SIM program" by the Indonesian National Police. Through a qualitative approach, this study explores perceptions, experiences, and challenges in the implementation of this service from the perspective of police personnel and the user community. The results of the study show that the "Mobile Driver's License" is a tangible manifestation of public service innovation based on community needs, but still faces obstacles such as limited human resources, facilities, and the use of digital technology. Recommendations are given to improve the effectiveness and reach of services through strengthening the capacity of Human Resources, cross-sector collaboration, and integration of public service information systems. This service provides a more flexible access alternative for the public in renewing their Driver's License, while reflecting the efforts of state institutions to bring services closer to the public.

Keyword*: Innovation, Public, Technology, Police, Artificial Intelligence.*

Introduction

In the modern bureaucratic era, the public service paradigm has undergone a fundamental shift from a rigid administrative approach to a more responsive, adaptive, and community-satisfaction-oriented approach (J. V Denhardt & Denhardt, 2015). The government, as a public service provider, is required to adopt the principles of *good governance*, including efficiency, effectiveness, accountability, and transparency in each of its service lines (Dwiyanto, 2021b). In line with that, public services in the digital era are also increasingly required to accommodate the needs of a dynamic, fast, and technology-based society.

The Indonesian National Police (Polri), in addition to carrying out its main function in law enforcement and security maintenance, also plays a strategic role in providing administrative services to the public (Kartasasmita, 2009). One of the most vital services that is in direct contact with the needs of the wider community is the issuance and renewal service of Driver's License (SIM) (Permata, 2020). According to data from the National Police Traffic Corps, the number of SIM renewal requests every year reaches more than 10 million applications, spread across various regions, including remote areas (Adhitia, 2023).

To respond to these needs, the National Police developed a public service innovation in the form of the "Mobile SIM program", which is a mobile SIM renewal service using operational vehicles that visit certain locations outside the police station (Yulianto, 2007). This innovation reflects the decentralization of public services and a need-based approach, which is a hallmark of modern bureaucratic reform (Osborne & Brown, 2013). The main goal is to expand public access to driver's license services that are fast, efficient, and without having to come to police stations that are often far from their homes.

However, the effectiveness and acceptability of this program still require in-depth study. Based on the Ombudsman of the Republic of Indonesia's report, even though the Mobile SIM program has been implemented nationally, complaints are still found related to irregularities in service schedules, limited fleet numbers, and lack of information received by the public (Ishak, 2022). This indicates that the implementation of these innovations still faces challenges both from managerial and operational aspects.

The success of a public service innovation is not only measured by its existence, but also by the perception and experience of service users (Permata, 2020). As stated by Parasuraman et al, (1988), the quality of services is determined by the extent to which people's expectations are met in the dimensions of tangibility, reliability, responsiveness, assurance, and

empathy. Therefore, it is important to evaluate the extent to which the Mobile SIM innovation meets these expectations and is positively accepted by the public as a service user.

Based on this background, this study aims to delve deeper into how the implementation of the Mobile SIM program is carried out, how the public perception of this service is, and the challenges faced by officers in its implementation. This research is important in the context of capacity building of public institutions, especially in improving the quality of services by police institutions in Indonesia.

Research Method

This study uses a descriptive qualitative approach, which aims to understand the meaning, experience, and perception possessed by informants regarding the implementation and quality of services of the "Mobile SIM Driver's License" program by the Indonesian National Police. This approach was chosen because it is suitable for exploring complex and contextual social phenomena, which cannot be explained by numbers or statistics alone (Creswell & Creswell, 2017).

According to Denzin & Lincoln (2011), the qualitative approach allows researchers to gain a deep understanding of social reality from the perspective of the direct perpetrator (*emic perspective*). In this context, the "Mobile Driver's License" service is seen not only as an administrative policy, but as a social experience influenced by institutional dynamics, public perceptions, and geographical and social conditions in the field.

This research is descriptive, which aims to describe and explain the real conditions that occur in the field regarding public service innovation through the "Mobile SIM program". Qualitative descriptive research allows researchers to present a rich and contextual narrative of how these services are perceived, run, and accepted by society (Ridder, 2014).

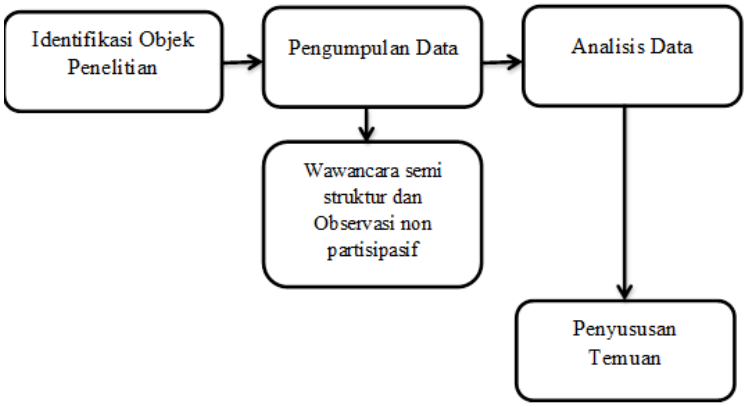

Figure 1. Research Diagram

Data were collected through *in-depth interviews* with 10 key informants, consisting of:

1) police personnel implementing the "Mobile SIM program", including field officers and officials in charge of operations.
2) 5 residents who use the "Mobile SIM service" from urban and semi-urban areas in East Java Province.

The informant selection technique uses purposive sampling, which is the deliberate selection of subjects based on the criteria of their relevance and experience of the phenomenon being studied (Patton, 2002). The criteria for informants include direct involvement in the service as well as as a recipient of the Mobile SIM service, so that they can provide rich, in-depth, and relevant data.

Data collection was carried out through semi-structured interview techniques, which allowed flexibility in information mining, but still referred to pre-arranged interview guidelines. This technique allows researchers to explore the subjective views of informants, as well as unearth the meaning behind their experiences (Rubin & Rubin, 2011). In addition to interviews, non-participatory observations were also made on the implementation of the "Mobile Driver's License" service at several service locations to complete the interview data, as well as documentation in the form of photos of activities, service schedules, and service SOPs as supporting data.

The data obtained were analyzed using *thematic analysis*, which allows the identification of important patterns or themes in the informant's narrative (Braun & Clarke, 2006). The analysis is carried out through six stages:

1) Repetitive data transcription and reading.
2) Initial coding.
3) Grouping the code into initial themes.
4) Theme review and refinement.
5) Naming and definition of the theme.
6) Preparation of a thematic narrative in the form of a description of the results.

Thematic analysis is used because it is flexible and able to capture explicit and implicit meanings in qualitative data, and is very useful in exploring diverse and contextual public service experiences (Nowell et al., 2017).

Results and Discussion

The results of the interviews show that most of the public informants have a positive perception of the "Mobile SIM service". They

assessed that this program provides convenience in the process of renewing a Driver's License (SIM), especially in terms of time efficiency, queue reduction, and ease of location access.

According to the informant, this service allows people to extend their driver's license without having to come to the Satpas (SIM Administration Organizing Unit) office which is generally located in the city center and requires a long travel time, especially for people in semi-urban areas. This is in line with the findings of Kotler *et al.* (2016) which states that public service innovations that bring services closer to the community spatially can increase public satisfaction and service efficiency.

Mobile service approaches such as "Mobile SIM" are also a form of user-driven innovation (Ediyanto et al., 2022). As explained by Osborne & Brown (2011), public service innovations that are oriented to the needs of the community are able to improve the quality of services and strengthen public trust in government institutions, including the National Police.
Sebagai contoh konkret, informan A (34 tahun, wiraswasta) menyatakan: "I am very helped by the Mobile SIM because I can extend my SIM without having to go to the city. The process is also fast, not long queues like at the Satpas office."
As a concrete example, informant A (34 years old, self-employed) stated:

1) Time efficiency: The average service process takes only 10–20 minutes.
2) High mobility: Services are present at various strategic points such as squares, shopping malls, and markets.
3) Transportation cost savings: No need to travel long distances to the city or the Satpas office.
4) Improving accessibility for informal workers and the elderly.

However, there are also criticisms and improvement notes from some public informants. The most dominant complaints concern:

1) Limited service schedules: Consistently variable and unscheduled service times and locations make it difficult for people to plan the time to access services.
2) Lack of socialization: Information about the schedule and location of the Mobile SIM is not well disseminated in the community, so it is only known by certain circles, especially those who are active on social media.

This complaint is in line with the findings of Maulani & Setiawan (2024) which show that many public service programs are not optimal due to weak public communication strategies and inconsistencies in the implementation of schedules. In the Mobile SIM service, the lack of socialization leads to information exclusion, where people who do not actively follow police social media accounts do not get access to service

information (Hr, 2024). Kotler *et al.* (2016) in the concept of public service marketing, emphasizing that effective service communication is an important component in building public image and satisfaction. Limited schedule and location information can reduce the value of public perception even though the quality of technical services is good.

From the results of in-depth interviews with the implementing officers of the "Mobile SIM program" in several urban and semi-urban areas in East Java, it was revealed that in general they appreciated the support of institutions for the implementation of this service. The officer assessed that this program is a tangible form of public service that is adaptive and responsive to the needs of the community. This support is mainly seen in the form of the provision of operational vehicles, the assignment of special personnel, and the preparation of SOPs (Standard Operating Procedures) for services (Kristiono, 2019). However, operational challenges are still felt quite significantly in the field. There are three main issues raised by most internal informants, namely:

1. Equipment Limitations

The officer stated that some Mobile SIM units still use less up-to-date hardware, such as imprecise digital cameras, slow SIM printers, and unstable backup power generators. This has the potential to slow down the service process and reduce the quality of service. According to Dwiyanto (2021a), optimal public services require adequate technological support, because technology is one of the important components in the framework of good governance. Without reliable equipment, mobility-based services such as Mobile Driver's Licenses will be vulnerable to technical glitches that hinder their effectiveness.

2. Limitations of Internet Access

A number of officers also said that unstable internet network access, especially in semi-urban or suburban areas, often interferes with the process of data input and synchronization with the central server. This delay causes longer queues and reduces service efficiency. This constraint is reinforced by the report Simanjuntak et al. (2024), which states that there is still a digital divide between regions in Indonesia, especially in terms of network infrastructure in border, archipelagic, and semi-urban areas. In the context of internet-based digital services such as "Mobile SIM", connection stability is crucial so that the process of registration, data verification, and SIM printing can run without obstacles (Ediyanto et al., 2022).

3. The Need to Increase Human Resource Capacity

Sebagian besar personel menyatakan bahwa pelatihan teknis dan non-Technical aspects related to community services, device use, and complaint management are still very limited. Some officers stated that they

learned self-taught or relied on internal training that was not systematic. According to Gibson (1991), **the** quality of service is highly dependent on the quality of implementing human resources. Humane, fast, and appropriate service can only be achieved if the officers have good technical and interpersonal competence. Without periodic training, the quality of service can decrease due to differences in capacity between officers.
The Mobile SIM Officer with the initials R (age 41) stated:
"In general, we are supported, but there are still shortcomings on the ground. For example, printers often error, networks are slow, and training is rare. Sometimes we have to take the initiative to learn ourselves."
This statement reinforces the importance of a systemic approach in public service innovation: it is not enough just to innovate policies, but also to invest in infrastructure and human resource development.

The results of the study show that the implementation of *the Mobile SIM* service faces several significant challenges in terms of technical and resources. The challenges include: (1) limited service cars and SIM printing equipment, (2) dependence on central online networks, and (3) lack of officer training in the aspect of excellent service.

4. Limitations of Car Service and SIM Printing Equipment

Mobile SIM services are highly dependent on the availability of operational vehicles that have been equipped with printing equipment, biometric data input, and verification systems. However, many regions experience a shortage of fleets or the use of vehicles that are outdated and not optimal. According to Dwiyanto (2021), the success of public services is not only determined by policies, but also by the availability of physical facilities and supporting infrastructure. In the context of mobile services such as Mobile Driver's Licenses, the physical condition of the vehicle and the completeness of the equipment are key factors in the effectiveness of the service. This limitation is in line with the Pambudi & Hidayat (2022) report which highlights the still low ratio of public service vehicles in the regions to the needs of the community. This imbalance gives rise to long queues and reduces the quality of service.

5. Reliance on Central Online Networks

The Mobile SIM service requires a direct connection to the *Korlantas Polri* server for data validation and synchronization with the center. In practice, reliance on network connectivity is a challenge, especially in areas with weak signals or internet interruptions. According to Pollitt & Hupe (2011), electronic-based service systems require reliable connectivity and stable digital infrastructure to ensure efficiency and accuracy. When the connection is interrupted, the entire service process is hampered, including printing and verification of SIM data. Data from the

Ministry of Communication and Informatics (2023) also reveals that although internet penetration in Indonesia continues to increase, the quality of connections is still uneven, especially in areas outside urban areas.

6. Limitations of Officer Training in Excellent Service Aspects

The results of the study also show that most officers have not received special training on excellent service, public service ethics, and queue management. This results in less friendly service, lack of effective communication, and no standard for handling complaints. According to Berry & Parasuraman (1990), quality public services are not only determined by speed or efficiency, but also by the communication competence of officers, empathy for service users, and professional attitudes. Gibson (1991) added that human resource capacity building must be carried out continuously, not only from the technical side, but also from the soft skills side, especially if the officers are directly dealing with the community.

A Mobile SIM officer with the initials T (age 37) stated:

"Sometimes the network is down, the SIM printing device also takes a long time to respond. There is only one car for a large area, so people sometimes wait a long time. We have never participated in special service training."

This testimony illustrates the synergy of technical and human resources problems that affect each other in improving service quality.

This research also emphasizes the importance of human resource development, especially in terms of technical capacity, public communication, and service ethics. Field officers not only serve administrative duties, but also function as the face of the institution in front of the public. Reliable human resources are the main driver of organizational success, including in the public sector (Ulrich, 1996). In this context, continuous training, increasing digital literacy, and forming a *service mindset* are absolutely essential.Sedarmayanti *et al.* (2017) also states that the quality of public services is highly dependent on the competence, attitude, and integrity of service providers.

Information technology integration is an important strategy in expanding the scope and effectiveness of Mobile SIM services. For example, by implementing an online registration system, SMS or application notifications, and real-time service performance reporting. The success of digital innovation in public services is largely determined by the readiness of systems and actors, as well as the compatibility between technology and the local context (*design-reality gap*) (Heeks, 2005). Therefore, the service digitization system cannot be applied uniformly, but must consider the map of community needs, digital access, and local socio-

cultural conditions. Needs *assessment* mapping through citizen surveys, population density analysis, and motor vehicle statistics will help place Mobile SIM cars more strategically. It supports the concept of "*evidence-based public service planning*" (Peters, 2010).

Conclusion

The "Mobile Driver's License" program is one concrete example of public service innovation within the Indonesian National Police (Polri). This service provides a more flexible access alternative for the public in extending their Driver's License, while reflecting the efforts of state institutions to bring services closer to the public as a form of adaptation to mobility needs and limited public access to administrative facilities.

As a form of public service innovation, Mobile SIM has met several main indicators according to Osborne & Brown (2011), namely: *novelty*, *user orientation*, and *improved process efficiency*. However, in order for this innovation to be sustainable and able to respond to the demands of modern society, it is necessary to strengthen three key aspects, namely: (1) Strengthening Human Resources (HR), (2) Strengthening Logistics and Operational Infrastructure, (3) Information Technology Integration and Data-Based Planning

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